PROPOSAL EVALUATION WORKSHEET (INDIVIDUAL)

EVALUATION FACTOR: INFORMATION TECHNOLOGY SERVICES PLAN (RATED)

PROPOSER: MBCR

DATE: 09/06/2013

OVERALL RATING: Acceptable

NARRATIVE SUMMARY: IT requirements are discussed in schedules 3.15-17 in the RFP. The requirements to build, operate, and maintain the commuter rail IT environment, encompassing the baseline environment and the proposed one are an important aspect of the operating agreement. MBCR proposes to renew most of its hardware and institute a software lifecycle program to sustain the baseline IT environment and to use off-the-shelf software and cloud-based networking to operate its proposed new IT environment. IN general its proposal seems to meet the minimal requirements spelled out in the RFP with some weaknesses and some aspects which exceed the minimums. On balance MBCR's IT approach merits an acceptable rating in that it meets the states criteria, indicates an acceptable level of quality, and demonstrated a reasonable probability of success. Any weaknesses present should be readily corrected through clarifications.

Objective:

The following are the objectives for the Information Technology Service Plan evaluation factor:

1) To identify Proposers that demonstrate ability to operate a professional information technology (IT) organization that follows and complies with industry best practices, uses metrics to monitor and improve performance, and successfully operates, maintains, and upgrades the full suite of IT systems and elements needed for delivery of the Commuter Rail Operating Agreement services and the Commuter Rail IT Environment;

2) To identify Proposers with experience complying with standards and best practices including PCI-DSS (Payment Card Industry-Data Security Standard);

3) To identify Proposers with a proven approach to sharing data and system access with customer/agency management in a timely fashion to support contract oversight and planning functions; and

4) To identify Proposers with a high level of ability (i) assessing and managing risks within a complex IT organization

involving legacy components and new technology, and (ii) finding creative solutions to ensure efficient and uninterrupted operations.

Evaluation Criteria:

The Proposer has demonstrated the ability to develop, implement, operate, maintain and upgrade an IT organization and related systems and elements, all in compliance with industry best practices. The Proposer has demonstrated its experience in complying with various best practices including, but not limited to, PCI-DSS. Furthermore, the Proposer has demonstrated reliable approaches to ensuring full data and system access with agency management to ensure proper oversight and monitoring, as well as the ability to ensure efficient and interrupted operations consisting of both legacy systems and new technology.

Instructions:

Evaluators must rate each requirement outlined in the table below as one of the following: (i) Exceptional; (ii) Good; (iii) Acceptable; (iv) Potential to Become Acceptable; or (v) Unacceptable. Please note the following explanations when rating each requirement:

1) A rating of Exceptional is appropriate when the Proposer has demonstrated an approach that is considered to significantly exceed stated criteria in a way that is beneficial to the MBTA. This rating indicates a consistently outstanding level of quality, with very little or no risk that this Proposer would fail to meet the requirements of the solicitation. There are no weaknesses.

2) A rating of Good is appropriate when the Proposer has demonstrated an approach that is considered to exceed stated criteria. This rating indicates a generally better than acceptable quality, with little risk that this Proposer would fail to meet the requirements of the solicitation. Weaknesses, if any, are very minor. Correction of the weaknesses would not be necessary before the Proposal would be considered further.

3) A rating of Acceptable is appropriate if the Proposer has demonstrated an approach that is considered to meet the stated criteria. This rating indicates an acceptable level of quality. The Proposal demonstrates a reasonable probability of success. Weaknesses exist but can be readily corrected through requests for Clarification or Communications.

4) A rating of Potential to Become Acceptable is appropriate if the Proposer has demonstrated an approach that fails to meet stated criteria as there are weaknesses, but they are susceptible to correction through Discussions. The response is considered marginal in terms of the basic content and/or amount of information provided for evaluation, but overall the Proposer is capable of providing an acceptable or better Proposal.

5) A rating of Unacceptable is appropriate if the Proposer has demonstrated an approach that indicates significant weaknesses and/or unacceptable quality. The Proposal fails to meet the stated criteria and/or lacks essential information and is conflicting and/or unproductive. There is no reasonable likelihood of success; weaknesses are so major and/or extensive that a major revision to the Proposal would be necessary.

Ratings for each requirement must be recorded in the associated Rating column, and a detailed explanation of why a particular rating was given to a requirement must be recorded in the associated Comments/Justification for Rating column. The Appendix B Section column identifies relevant sections of Appendix B (Operations and Management Proposal Instructions) to the Instructions to Proposers.

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#	Ap. B Sec	Requirement	Rating	Comments/Justification for Rating
1.	B10.2(A)	The Proposer shall provide an Information Technology Services Plan that describes in detail the Proposer's approach to providing the IT services described in the Contract including, but not limited to, Schedule 3.16 (Information Technology Requirements) of the Commuter Rail Operating Agreement. Elements of that Plan shall include, but not be limited to, proposed approaches to the following: 1. Delivering application and data interfaces;	Acceptable	**Schedule 3.16.5 of the RFP offers the criteria of the Commuter Rail Information Technology Environment (CRITE) that the proposers must meet in order to merit an acceptable rating. This environment must build on the existing (baseline) environment and use open and dynamic architecture and Application Programming Interfaces (APIs) to facilitate interfaces between systems and or programs to allow exchange. The CRITE is a critical component of the operator's proposal and its effective operation, management, maintenance, and interaction with relevant other systems will contribute to a successful overall Commuter Rail operation for the MBTA and people of the Commonwealth.** **3.16.5 lays out the criteria for the CRITE in detail and the requirements for the proposer to operate, develop, install, support, and maintain data inputs from the CRITE to the MBTA IT environment. Open and dynamic architectures should be used with necessary Application Programming Interfaces (APIs) to allow for data exchange. An acceptable rating is one where the operator proposes to duplicate existing feeds and ensure accuracy and completeness of feeds and to implement its proposed feeds.** **On 9-5 MBCR proposes to deliver quality applications and interfaces. The remainder of their section 9 submission fleshes out to some extent how they propose to do so.** 2. Maintaining source code escrow;		**3.15.5 discusses the need of the operator to place source code in a repository such that the MBTA could utilize a programmer of ordinary skill to access and work with it. An acceptable rating is one where the operator proposes to do so with some detail about how.** **On 9-6 MBCR proposes to upgrade its current code library to Microsoft Team Foundation and integrate it with SharePoint. Furthermore it offers to update the repository within 30 days of any changes, and to ensure subcontractor compliance where possible.**

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		3. Sustaining and/or transitioning the existing IT environment during mobilization;		**3.16.2 and 3.16.5 each discusses the requirement of the operator to provide all operator feeds necessary or desirable relative to the new CRITE. An acceptable rating is one where the proposer ensures such continuity and offers a plan to fully integrate assets and legacy data to ensure no interruptions.** **On 9-7 MBCR proposes to migrate its datacenter to a new state-of-the-art facility in Boston with a redundant back-up facility in Marlborough. On 9-8 they propose a hardware refresh as well.**
		4. Replacing and upgrading IT systems to keep the same in a state of good repair;		**3.16.8.12 requires the operator to include timely updates for all components of the CRITE within a reasonable timeframe, with other sections calling for new not reconditions parts and a lifecycle management plan (3.16.8.20). 3.16.7.12.4 calls for an IT Operations and Maintenance Cost Plan, and other sections (3.16.7.12) discuss the requirement for an IT Change Control Board. An acceptable rating is one where reference is made to the required IT bodies, plans, and policies outlines, and also one where a lifecycle management program is discussed with a strategy.** **On pages 9-8 and 9-9 MBCR's response suggests their compliance with the lifecycle management plan concept, and a strategy based on redundant technology topology to reduce unpredicted failure. Elsewhere in the proposal they reference the relevant change control bodies.**
		5. Tracking and escalating issues;		**3.16.4 discusses the requirement for the provision of an issue tracking portal (ITP) as the sole tracking portal. The ITP must auto-generate trouble tickets, assign a severity level based on pre-defined discussions, and provide auto-generated alerts and report on metrics to the MBTA as required. Furthermore the T must have full system access to the system with a high degree of certainty that the system will not fail. An acceptable rating is one where an ITP is proposed with the required elements (tickets, severity, reporting, etc).**

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				MBCR proposes on 9-9 through 9-11 to use off-the-shelf technology (ConnectWise) with full integration with the MBTA HEAT system and Exchange email system, as well as auto-alert of Key Performance Indicator monitoring and e-alerts based on severity level trigger suggest an approach that exceeds the stated criteria.
		6. Understanding and utilizing new technologies such as RFID (radio frequency identification);		**3.16.4 spells out the required elements for the deployment of RFID technology and its integration with the CRITE and ITP. All equipment is required to be compatible with multiple standard tags and have capability to auto-scan rail equipment as it enters and exits facilities with reporting to the ITP with time stamps, and auto-updates. The operator is also required to provide 12 scanners to the Authority. An acceptable rating is one where the operator offers an RFID plan that complies with industry standards and protocols, and that is capable of auto-scanning equipment, interfacing with the ITP, time stamping, etc. Such a proposal should also ensure the provision of 12 scanners to the T.** **MBCR on 9-11 through 9-13 discuses its conceptual approach to understanding and utilizing new technologies. However it does not reference RFID or its adoption nor the requirements to scan equipment, auto-stamp, interface with ITP or any other requirements.**
		7. Documenting the IT environment;		**3.16.6 and 3.16.7 require detailed and accurate documentation and design information of the CRITE to be provided to the T in a digital format. An acceptable rating is one where the proposer offers to provide accurate and detailed documentation and design information of the CRITE to the T in a digital format with some discussion about how it plans to achieve success.** **MBCR on9-13 offers to provide all required data and documentation digitally to the T via SharePoint. It further proposes to dedicate 3 positions to ensure compliance with these requirements.**

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		8. Managing an IT organization and staff;		**3.16.7 discusses the requirement for a CIO on staff with responsibility for maintaining security and integrity of all systems , and for the CIO to provide management and definition of all activities of and within the CRITE and leadership in the day to day operations of the IT functions of the operator. An acceptable rating is one where the operator proposes a CIO and IT group to manage the offered CRITE.** **MBCR on 9-14 through 9-16 proposes to retain the incumbent CIO who has many years experience working with the T. Furthermore they propose to hire a deputy CIO and realign their IT group into 5 sections to oversee and manage their proposed CRITE.**
		9. Conducting regular reviews and meetings with the MBTA;		**3.16.7 discusses the requirement for the CIO to work closely with the MBTA as well as attendance at required IT governing body meetings (IPR, Change Control Board, etc) and the structure and governance of the IPR committee. An acceptable rating is one where the proposer commits to attend requires meetings.** **MBCR on 9-16 through 9-17 proposes to conduct weekly, monthly and quarterly meetings with the T as required and to schedule, and provide follow-up on all meetings of required bodies.**
		10. Complying with MBTA and other applicable standards;		**3.16.7 speaks to the requirement that the operator comply with MBTA policies, and with local, state, and federal laws and where a vacuum may exist that industry best practice be followed. An acceptable rating is one where the operator agrees to comply with MBTA policies, and with local, state, and federal laws and where a vacuum may exist to rely on industry best practice.** **MBCR on page 9-17 proposes full compliance with MBTA policies, and with local, state, and federal laws and where a vacuum may exist to follow industry best practice. They suggest regular audits by the T and its agents and also discuss offering access to the Authority of all data and systems except where precluded by law.**

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		11. Applying sound change management, project management, and configuration management practices;		**3.16.7 speaks to the required IT Change Control Board, a required IT Operations and Maintenance Costs Plan and the requirements attendance and updates respectively. An acceptable rating is merited where the operator discusses their change strategies, agrees to comply with the Change Control Board requirements and offers a strategy around change management.** **MBCR proposes on 9-19 through 9.21 to use the guidelines of the Project Management Institute for project management and configuration management as well as the use of the required bodies and plans to oversee change. It also proposes to use the Microsoft Project software and Project Charters for all such changes.**
		12. Operating an IT service center and responding to and repairing reported problems;		**3.16.8 speaks to the required provision of an Operator Service Center staffed to receive and respond to MBTA generated issues and customers generated issues received directly or through the ITP. The center must be opened 06:30 – 20:00 7days per week with afterhours support required as well on call. ITP integration is also required. An acceptable rating is one where a Service Center is proposed with a strategy to operate, staff, and integrate into the overall business.** **MBCR on 9-21 proposes to provide an IT Service Center by working with Corporate IT Systems to leverage a cloud based solution and to deploy other software (Kaseyam Integrated Voice Response and call recording, etc) and to integrate the IT Service Center with the ITP. They propose to staff it 24/7/365 which is more than the RFP requires, but in keeping with the requirement of on-call monitoring at all times.**
		13. Performing root cause analyses;		**3.16.8.11 speaks to the requirements for a Root Cause Analysis and Mitigation plan in the event of a number of triggering events spelled out in the RFP. Briefings and remediation are also required in some instances within specified timeframes based on the severity level of the triggering event. An acceptable rating is one where the operator proposes to perform Root Cause Analyses with mitigation plans in the event**

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				of the specified triggering events (critical failure, injury, security breach, severity 1 or 2 incident or at MBTA instruction). **MBCR on 9-24 proposes to perform Root Cause Analyses in the event of the mentioned triggering events and to offer mitigation plans as required and to offer the necessary briefings and remediation plans within specified timeframes.**
		14. Developing and implementing IT asset lifecycle plans;		**3.16.8.20 discusses the requirement of a LifeCycle Management Plan for all elements of the CRITE with components functionally capable, and under warrantee. Any items not under warrantee must be replaced promptly with new replacements, not reconditioned ones. An acceptable rating is one where the proposer offers a Lifecycle Management plan and a strategy for deployment and utilization.** **MBCR on pages 9-24 through 9-29 proposes to implement a Lifecycle Management program for its IT equipment. They propose to use off-the-shelf asset inventory software from Kaseya to assist in this. They go on to outline a strategy for critical component replacement of hardware and hardware components, frontend and back office equipment, and guidelines for software replacement and disposition that meet the criteria.**
		15. Implementing a quality assurance program;		**3.16.8.25 speaks to the requirements of a Quality Assurance Program to control the quality of all components of the CRITE. Documenting such quality is also required, as is a quality control plan, description of a QC system, scope for inspection and verification by third parties, methods of inspection and remediation actions, and a vacancy filling approach. An acceptation proposal is one where a QA/QC program is offered that contains a strategy for integration, monitoring and compliance.** **MBCR one page 9-29-9-31 proposes a QA/QC program along with a strategy for defining policies and procedures, inspections, testing, and training. They name a Supervisor of QA and IT Compliance position as the intended individual charged with monitoring and ensuring compliance of this strategy.**

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		16. Performing monitoring and reporting of performance of IT functions and complying with service level agreements;		**3.16.13 and 3.16.14 discuss the requirement to provide secure channels of communications between the MBTA and MBCR as well as the requirement for full access by the T to the CRITE t audit and inspect systems with full system access granted to the Authority. An acceptable rating is one where operator proposes to create a secure connection with the MBTA and to grant full access for monitoring and audit by the Authority of the CRITE.** **MBCR on page 9-31 through 9-32 discusses the off-the-shelf software it proposes to use to ensure access by the MBTA to its systems and the CRITE. Additionally it offers to utilize a fully searchable digital repository via the Microsoft SharePoint system to provide clear, readily available, and transparent access to all gather data and reporting information, which its other software tolls will collect and aggregate into the digital repository.**
		17. Providing appropriate and timely access to MBTA to Operator IT staff and systems; and		**3.16.14, 3.16.15 and 3.16.7discuss the requirement of the operator to make IT staff and systems available to the MBTA to ensure operational efficiencies, discuss subject matters, and to attend required governing body meetings. An acceptable rating is one where the operator proposes to ensure access to IT staff and systems and commits to a robust relationship between these two groups.** **MBCR on page9-32 and 9-33 offers access to all systems and staff in compliance with MBTA Security Policies and the Agreement. They reiterate their use of the SharePoint software to enable real-time sharing of data and documentation and offer to provide full administrator access to the ITP and other systems.**
		18. Negotiating and managing contracts with IT suppliers responsibly and by seeking the best value at all times.		**3.16.7.12 requires updates to the IT Operations and Maintenance Cost Plan including justification of any cost differentials including for contracted services from suppliers. An acceptable rating is one where the proposer commits to negotiation and managing contracts with IT suppliers responsibly and seeking best value at all times, and where**

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				a strategy and policy are offered in support of this. **MBCR on 9-33 discusses it uses of the ReQlogic automated requisition system, its Purchasing Guidelines, internal documentation processes, and commitment to DBE participation. It also states that its purchasing activities comply with FTA procurement guidelines, and its desire to minimize variety of software products to reduce costs and improve productivity.**
2.	B10.2(B)	The Proposer shall: (i) identify those portions of the information that it provided in response to B9.2(A)(1) – (18) of Appendix B that it considers to be innovative, best practice, beneficial to MBTA Customers and/or cost efficient, and (ii) submit information supporting or otherwise validating its position that said portions are innovative, best practice, beneficial to MBTA Customers and/or cost efficient.	**Acceptable**	**MBCR identifies the following components as innovative: collocate data center facilities, adhere to PMI guidelines and ITIL standards, implement Trapeze Action map, implement lifecycle management plan, and engage call center services with Corporate IT Solutions.** **Outsourcing the datacenter and call center functions are solutions that portent to improve and standardize customer interaction, and reduce costs. This strategic outsourcing should relieve the operator of this non-core Commuter Rail function and improve focus on overall service deliver. The use of independent third-part standards for project management is also a positive development, as is the implementation of lifecycle management plans.**

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